

Paths & Pitfalls for Decentralisation

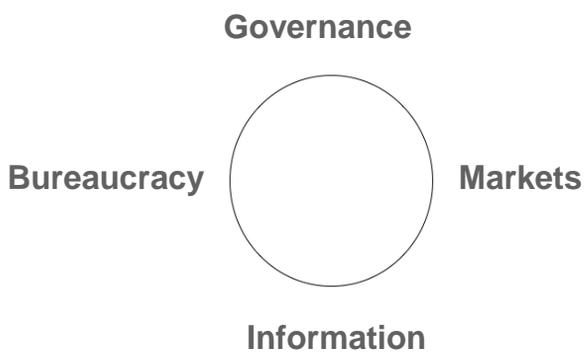
Experiences in the Asia Pacific Region

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Democratic Control



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Governance

- **Majority-rule decision-making**
- **Consensus through veto**
- **Consultative processes by third parties**
- **Consultative processes by the bureaucracy**
- **Direct bureaucratic decision.**

Bureaucracy

- **Deconcentration**
- **Trans-boundary arrangements**
- **Commercial efficiency arrangements**
- **Community service delivery**
- **Federal systems**

Markets

- **Efficient devolution of commercial goods and services**
- **Parallel devolution of regulatory services**
 - Independent of district level - one level higher
 - Common property? Customary ownership

Information

- **Governance/bureaucracy/ markets all involved**
- **Various media and methods**
- **Role of research and education**
- **Possible breakdown of democratic governance**

Some Lessons Learned

1. Preparation

- **Decentralisation not always efficient or equitable and takes time.**
- **Careful definition of legal rights and responsibilities needed**
- **Before changing, address corruption**

2. Process

- **Bureaucratic incentives & sanctions needed**
- **Finance, regulation and policy making must follow function**
- **Decentralisation goals needs to be publicised to assist conflict resolution**
- **Recognise positive role of conflicting opinons & debate, for majority-rule governance**

3. Devolution

- **Devolution needs meaningful transfer of authority**
- **Devolution to village levels more effective when aimed at poverty alleviation and fuelwood supply**
- **Devolution to village level may be inefficient when commercial timber production involved**
- **Devolution essential for customary ownership**

4. Privatisation

- **Privatisation efficient and self-regulating for commercial forest goods and services**
- **Privatisation and quasi-privatisation must be legally well defined with stakeholder input in developing procedures**
- **Privatisation or quasi-privatisation inefficient where non-commercial goods & services dominate**



Ends	Means
Satisfy social service needs	Deconcentration
Use local knowledge	Delegation
Increase accountability & responsiveness	Delegation
Enhance governance & self-reliance	Devolution
Alleviate poverty	? horizontal equity ?
Manage forests sustainably	? temporal equity ?